

Executive Registry
78-4667
13 FEB 1978
OTR Registry
78-5057

MEMORANDUM FOR: Deputy Director for Administration -

FROM: Director of Central Intelligence

SUBJECT: Study on Center for the Study of Intelligence

REFERENCE: Memorandum to ADDCI from DTR,
14 November 1977

1. I have, as you suggested, read the [] study on the Center for the Study of Intelligence (CSI) during my trip to the West Coast. I'm sending you the action memorandum resulting from this since Frank Carlucci will not likely have time to get into this in his early days as DDCI. Please develop the actions and keep him posted, however.

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2. I am quite enthusiastic about continuing the CSI. I particularly think we need a vehicle for looking at the long-range prospects for intelligence and for looking objectively at ourselves and our performance.

3. With respect to the specific recommendations:

a. Please reformulate the CSI mission to link it closer to our decision-making process. I don't find many specific recommendations in the study as to how to do this. I'm not keen on the several specifics listed regarding involvement of the CSI in the DCI Perspectives and the Congressional charters. I think this is getting too close to day-to-day action orientation. I do have a number of other ideas and throw them out for consideration:

(1) Although I recall a mention of the work of CSI during my May visit to [] I do not know who is in the CSI, what it is doing, or what they would like to know from me. I would suggest that the Director of CSI make periodic brief but substantive written reports to the DCI as to what's going on in his area. I would suggest he also solicit ideas from the DCI, DDCI and Community/Agency Deputies for work they feel the CSI could do which is just beyond the reach of current action. When this solicitation

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should take place must be determined by the Director of CSI so that it fits in both with his vectoring of the talent on board and his recruiting particular types of talent for the future.

b. I would suggest an annual meeting between the working members of the CSI, the DCI, the DDCI and the Community/Agency Deputy Directors perhaps at [] for a half-day or evening bull session on what the CSI is doing and what it should be doing. This would force all the top management to think a little bit about the future as well as provide stimulus to the CSI.

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c. Immediately, I'll offer a number of topics that it seems to me are relevant to the CSI's effort today:

(1) What are the factors that are going to drive the relative importance of the following kinds of intelligence from 1985 until the end of this century?

(a) COMINT, HUMINT, ELINT, PHOTINT

(2) In both photo intelligence and signals intelligence, technology is going to be increasing the large quantities of capacity. This capacity can be turned sometimes into the quantity of product; e.g., we can get better definition in our pictures and better fidelity in our signals intercepts or we can get more pictures and more intercepts.

(3) How can we draw the line between the need for greater quality and quantity; in any event, how can we possibly absorb the increasing quantity? Is the problem of reception distinctly different in the PHOTINT, COMINT and ELINT areas?

(4) How good a job do we do in evaluating the authenticity of our human agents?

(5) What is the prospect for recruiting the hard target? Has detente enhanced or detracted from that opportunity?

(6) Are the present educational vehicles available to the intelligence community adequate for its mid-career educational purposes? If not, what types of education are most lacking? How could they be best developed?

(7) Who is going to win the cryptographic battle by the year 1985--American decryptors or Soviet encryptors? The encryptors of major nations or American decryptors? The encryptors of third countries or American decryptors?

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(8) - Can we continue our current complacency about the inviolability of our current encryption systems into the late 1980s?

4. With respect to maintaining the attractiveness of assignment to the CSI, I'm happy to endorse making them DCI fellowships. I'd be happy to have a certificate created which I would sign for such a fellowship. I'd be happy to put in my Director's Notes the assignments of such fellowships and take whatever other steps seem reasonable to give more publicity to and enhance the prestige of the people assigned to this organization.

5. I support the specific measures suggested and having the CSI participate in the EAG on an observer status.

6. I support the merger of the CSI and the Studies in Intelligence. It seems to me they have to take over the guest lecture program too, and be our one center for intellectual stimulus. I have no idea who does the Studies in Intelligence, how they're published, or what distribution they get. I make no judgment as to the size of the staff that is needed on this but leave that entirely to you.

7. As far as the type of people assigned, I'm less enthusiastic about people who are on the verge of retirement than I am about younger people who are coming up and will plow back their experience in the CSI into the Agency. I think some people who have retired may be useful on the CSI when they have particular skills.

8. I leave to you the problem of assigning adequate space. I don't think it has to be the most prestigious space in the building, but it should certainly be of high quality and functional.

9. I would also like to consider expanding the fellowships outside the Agency to make it a true community function and thereby also gain greater visibility for its product.

[Redacted Signature Box]

STANSFIELD TURNER

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cc: DDCI
D/TR

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MEMORANDUM FOR THE RECORD

SUBJECT: Meeting of the Board of Advisors to the Center
for the Study of Intelligence

The Board of Advisors to the Center for the Study of Intelligence met on 10 and 11 April to consider a proposal advanced by the Director of the Office of Training and Education to close the Center and transfer responsibility for producing the quarterly, "Studies in Intelligence", to the Agency Historian.

The DTE supported the existence of the Center in principle but felt that the Deputy Directors had not lent it sufficient support, particularly in the matter of assigning quality people to the Center. Under these circumstances he felt that the four slots blocked by the Center could be better used elsewhere.

The Board felt that the Center had amply demonstrated its usefulness through its finished products and seminars. The Board, therefore, strongly opposed closing the Center and recommended instead a reinvigorated and expanded program.

The Board, whose membership is the same as that of the Editorial Board of "Studies," made several recommendations to accomplish this and believes these recommendations should be brought before the Executive Committee.

They include the following:

- The DCI fellowship program should be eliminated. A more flexible system should be adopted whereby officers are assigned to the Center by the Deputy Directors or their representatives for varying amounts of time depending upon the project to be completed.

- The Deputy Directors should be made ex officio members of the Board. They, or officers designated by them, could help identify officers capable of writing articles proposed for "Studies" and, when appropriate, assign these officers to the Center on brief TDYs to complete the articles.

- Projects to be done in the Center should be vetted in advance with the component most directly concerned.

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- Assignments to the Center and their duration should be negotiated by the Director of the Center adhering to guidelines set by the Board of Advisors.

- The Board should meet more frequently to monitor Center activities.

- Assignment to the Center and successful completion of a project should be identified as career enhancing.

- Every officer engaged in a project should have a mentor to assist him with the terms of reference, to establish benchmarks and to ensure follow up.

- The complement of the Center should be brought to full strength so that an experienced officer will be available to manage an expanded seminars program.

- The Center should establish close ties with the Executive Committee to ensure that its research projects are responsive to the Executive Committee's concerns.

- The Center should establish close links with designated individuals who attend their Directorate's staff meetings to keep abreast of each Directorate's activities and concerns.

- The Center's personnel should continue their close association with the Senior Officer Development Course.

- The bimonthly NFAC publication, Contra, currently produced by Center personnel, should be closely monitored by the Center to ensure that it does not duplicate "Studies", in which event the two publications should be merged.

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✓ Director, Center for the
Study of Intelligence

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Approved For Release 2003/06/20 : CIA-RDP84B00890R000400040022-8

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